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The Impact of Life Values on Employee Performance: An Analysis of Public Sector Organizations in Pakistan

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Present study aims to examine the impact of life values such as inner harmony, rationality, family attachment and benevolence on employee performance, operationalized as goals achievement and the absence of conflict. To achieve this objective, the data were collected from employees working in public sector organizations inclduding banks, sanitation, and cattle management market. Survey design was used to collect the data. Out of 250 self-administered questionnaires, 205 were received back. To test the hypothesized relationships, this study has employed hierarchical regression technique. The findings revealed that life values are significant predictors of goals achievement and the absence of conflicts. In addition, the findings highlights that organizational rewards moderates the direct relationship. This research contributes significantly to the existing literature on employees' achievement of goals and the absence of conflicts with in the specific context of Pakistani public-sector organizations. Policy implications, limitations, and future directions are discussed.

Keywords: Life values, employee performance, organizational reward, public sector organizations
Classification: M10, M12

INTRODUCTION

Values and goals have become huge consideration from researchers of social sciences since they are continuing convictions and tend to guide human practices (Rokeach, 1973; Schwartz, 1992). Researchers have analysed life values directly in view of individuals considering them as dynamic elements. Subsequently, values are conviction based stories that shape our way to deal with stuff, tasks, and occasions. Specifically, this study seeks to consider two sorts of values of the employee; independent and collectivist. Significant research underpins the thought of independence and cooperation as vital values people draw from their national origins (Earley & Gibson, 1998; Hofstede, 1980). This is why Chen, Wasti and Triandis (2007) and (Lee et al., 2018) stated that now a days these social values have become visibly prominent at the individual level which is under investigation. On the other hand, collectivists comprise of esteem family and inner harmony. Furthermore, the opposite angle of this expansion in the collaboration and the inner harmony is abatement in inventiveness and development (Goncalo & Staw, 2006). Whereas, uniqueness is viewed as a type of perverseness in the group if considering from a collectivist's perspective (Randel et al. 2018). A person with collectivist values tend to be more vulnerable to acknowledge amasses thoughts over his personal thoughts. Consequently, these persons posit the view of being unable to respect others considering themselves as discourteous and rude (Goncalo & Staw 2006). Accordingly, workers who hold collectivist values are more averse to differ or contend with their directors in regards to work (Minbaeva, Rabbiosi et al., 2018). Moreover, the essential objective of subordinates with collectivist esteems is to advance the enthusiasm of others (Goncalo & Staw, 2006). They stay away from a contention with an unrivalled regardless of the possibility that the contention depends on the most proficient method to achieve a pacific goal.

A person with nonconformist esteems has faith in self-governance, individual goals/ needs, and the advancement of a one of a kind individuality. Such people express their possessed conclusions and thoughts more openly than the individuals who have faith in collectivist values. Additionally, congruity is seen adversely by individuals who hold maverick esteems, and a different personality from people around them. Employees that value freedom are worried about remaining consistent with them, despite having restriction to their administrators (Fiske et al., 1998). In that capacity, employees want to do things in their own specific manner. They have unique or inverse thoughts from their leader, they would not falter to convey what needs be done. Therefore, they probably go to challenge the expert and lock in more elevated amounts of conflict with their directors explicitly. As it is, employees with the nonconformist esteem probably encounter more amounts of assignment conflicts with their bosses (Ballesteros-Rodríguez et al., 2019). It is important to note that a few principles of life values, for example, inner harmony, rationality, family attachment, and affection are more critical than the others in the social life. Besides, people tend to accomplish their goals one by one and in a steady progression. Thus, we can simply discuss the role of life values in individual/ employee performance. Now the question arises as what an employee seeks to value? Consequently, prosperity does not rest in a couple of values rather a whole arrangement of life values which is the core mandate of the current study.

Organizational and employees' performances are affected by life values in an intensive way that individuals are rarely noticing its inauspicious impacts. For the last twenty years, many studies in the existing literature hold to inspect the prospective influence of life values on the employee performance. Inevitably, many scholars have conducted the significant studies to determine the nature and kinds of values and commitment found in organizations. The main reason to obtain the life values of employees that has provided plentiful

encouragement to the achievement of employee goals and performance is very critical and which play the vital role to earn the desired success of employees as well as the organization (Lee, Grace et al., 2018). For example, employee performance can be increased by some kinds of values that show important interconnections between values and performance (Denison, 1990).

The adjustments in the public arena emerging from the globalization procedure bring a delicacy to the employee even with the associations, which progressively scan for their whereabout. According to Schwartz (1999), rewards tend to fulfill the requirements that provoke the inspiration to work, in any case. We can not overlook the life values of an individual that guide, coordinate the activities by conducting the survey of the general population. The values are portrayed as what the individuals consider attractive for specific aspects of life, which coordinate their conduct, empower the appraisal of individuals and occasions, and can likewise legitimize their activities and assessment.

The rationale of this study seeks to determine the impression of life values on goals achievement as well as the absence of conflicts. Whereas, the potential moderating effect of organizational rewards in terms of monetary and non-monetary rewards explicitly estimate the impact on the life values such as inner harmony, rationality, family attachment and benevolence/ affection which are most important attributes of the individual personality and its relationship with employee performance. These values guide the employees to do their work in daily life which may act separately person to person owing to their separate nature. With the understanding of these life values, organizations may develop and update their structure flexibility towards sharing of information. Morevoer, employees are able to read and understand their colleagues nature to ensure the best working environment where inner harmony and rationality can exist for boosting the interpersonal communication up to achieve the goals and absence of conflicts (Mauersberger et al., 2019).

The existing literature on life values of employees and their performance do not dig deep into in and there is a visible gap of further discussion as well as exploration on this topic accordingly. Therefore, the aim of current study is to investigate how life values, performances and rewards are related to each other particularly in the context of public sector organizations in a developing economy such as Pakistan. This study seeks to explore in detail the role of life values such as inner harmony, rationality, family attachment and benevolence/affection that contribute to employee performance in terms of goal achievement and absence of conflicts. Furthermore, the study tends to explore the fact that how organizational rewards affect the relationship between life values and goals achievement and absence of conflicts (Thomas, et al., 2019).

LITERATURE AND HYPOTHESES DEVELOPMENT

Researcher have defined the organizational culture in different ways and many of them have agreed to call it as a blend of beliefs and values that make the basic recognition of organizations and help in developing the behaviour of employees (Deal, 1982; Jones, 1983; Schein, 1992). Rokeach (1973) posits the view that a value takes into consideration in picking the best method of acting or an objective and he tends to provide two implications of the word value: objectives (terminal esteems) and methods of direct (instrumental esteems). The meaning of significant worth by Schwartz (1994), is marginally deceptive, as it proposes that values constitute a particular sort of targets, which may prompt the conclusion that they can become to in a path like conventional objectives. It appears that a superior definition is displayed in text, where Schwartz characterizes values as controlling standards as these are. Zurek (2016) conclude the definitions of values on some basic components:

- Values have an intellectual (trans-situational) character.
- Values take into consideration the estimation of specific activities or conditions of undertakings.
- Values impact one's conduct. Since we have seen the controlling character of qualities, obviously we can't entirely isolate values from objectives (which likewise direct one's conduct) and we should take note of that they are by one means or another associated.
- Values, instead of objectives, as a rule might be elevated to a specific degree by specific activities or conditions of undertakings. A few creators regard esteems as a sort of objectives (or objectives as a kind of qualities), which is very deceptive and these ideas are associated, however, isolated.

As a matter of fact, positive life values seek to enhance the overall productivity and efficiency of the employee respect to the performance (Zurek, 2016). On the contrary, where life values are not significant, those reduce the employee deliberation with respect to work, which may lead to low efficiency of employee performance. Life values are affected both by society and by individual encounters, building up a few types of perspectives towards various experiential angles, requested by the level of significance as controlling standards of life (Schwartz, 1999). Inward harmony is an inside express that grants us to find a sense of contentment and act certainly even despite challenges. Inner harmony is increasingly the unconstrained consequence of a method for a living than an expected, arranged objective. Individuals may search for things, for example, cash, companions or scholastic degrees; these interests, however, they may bring achievement, don't really prompt internal amicability. While the inward harmony is not the same as progress, the two qualities don't bar each other. Individuals appreciating internal agreement may be fruitful, they may have cash, companions and scholastic degrees, however, those things come to them normally and they don't get baffled if such impacts don't arrive. In the eyes of others, they are prosperous; to themselves, they find a sense of contentment with whatever occurs in their lives. Internal concordance, which is close to home and personal, can't originate from outside; this would make it external amicability.

According to Schwartz (1992), Values that speak to the objective of discovering the significance of life and performance such as inner harmony satisfy the definitional prerequisites to be delegated as sort. It is questionable, notwithstanding, irrespective of whether this sort as a deep sense of being esteem is resultant from the widespread prerequisites specified previously. It might along these lines not be perceived verifiably crosswise over societies.

The similitude of inner harmony has been utilized for quite a long time to demonstrate powerful means for working reliably. Characteristic in the utilization of the term is the message that we can't get to the objective without cooperating. It might never be more imperative than it is today. Shared objectives of employees are the level of solidarity principals and operators feel toward normal authoritative objectives. The inquiry is, what exactly degree is there a sharing of objectives amongst main and specialist? Macneil (1980) takes note of that at the point when the interests of each gathering turn into the interests of the other party, solidarity may happen notwithstanding high clash or different types of hostility. Heide and John (1992) likewise say the significance of inner harmony and standards that make solidarity, cohesiveness, and commonality between two gatherings, and that absence of conflict prompt objective arrangement. Rationality is the propensity for acting by reason, which implies as per the actualities of reality. Rationality is the greatest advantage in the light of the fact that the best way to accomplish craved results is to act as indicated by reality. To comprehend reality, one must utilize reason reliably. Rationality does not mean being an idealist in one's musings and thoughts. It doesn't expect you to invest huge measures of energy assessing each thought. It doesn't expect you to get the hang of everything there is to know, to wind up noticeably a specialist at each theme.

Many researchers consolidate values and objectives in their models of different perspectives of thinking and argumentation. For instance, some researchers (Prakken, 2002; Bench-Capon & Sartor, 2003; Bench-Capon, 2002) talk about the issues of teleological case-construct thinking in light of the notable wild creatures cases; examine the issue of teleological elucidation of statutory lawful principles. Grabmair and Ashley (2011, 2013) tend to explore esteems into different argumentation plans (contention from sound judgment control, contention from standard, contention for values impact, for occasion movement, for attractive results, and so forth.).

A considerable lot of these endeavors don't concern relations between values or amongst qualities and aims. In addition, they, for the most part, don't relate values to objectives by any means, regarding them as two totally isolated ideas. Such an approach is, as one would see it, a misrepresentation since goals of any exercises are much of the time in light of esteems which specialists yearning to advance. Obviously, values assume a critical part of human thinking and argumentation. The motivation behind why numerous analysts fuse values, interests, and objectives into their models of thinking and argumentation.

Attachment is a profound and continuing enthusiastic bond that associates one individual to another crosswise over time and space (Bowlby, 1969). As per therapist, a connection relationship creates in the early improvement and can give a feeling of internal security and confidence in self as well as other people; be that as it may, this sense may not be steady finished the life expectancy. It is tested by the hormonal, neurophysiological, and subjective changes which happen amid advancement, and ought to be refreshed by formative movements and changes of social interconnections (Allen & Land, 1999; Breatherton & Munholland, 1999; Thiel, Harvey, Courtright, & Bradley, 2019).

Attachment is not only an association between two individuals; it is a bond that includes a longing for general contact with that individual, anybody or any organization. Therefore, a reference to the above-discussed explanations of attachment, family attachment define as an affectional tie between employee and organization like as a family. The goals achievement approach incorporates a few adroitly comparable systems which express that people can have subjectively extraordinary goals in accomplishment circumstances (Eccles & Wigfield, 2002). In contrast, a few creators have inspected these objectives as circumstance particular life values, most investigations including the present research concentrate on individuals' general inclinations to embrace specific goals (Avery & Smillie, 2013).

The goals accomplishment approach guarantees that individuals' accomplishment objectives or objective introductions depend on their convictions about the idea of skill (incremental or, then again substance). In any case, from a perspective of family attachment; it can be contended that impression of security is an extra wellspring of impact (Rusk & Rothbaum, 2010). As per attachment hypothesis (Ainsworth 1989; Bowlby 1982; Cassidy 1999) the experience of attachment (feeling) security permits individuals to follow their common slant to investigate their condition and to adequately connect with it in a cheerful way (Cassidy 1999). In goals accomplishment circumstances, this investigation propensity can be normal to manifest itself in approach inclinations and particularly in the quest for performance (Elliot & Reis, 2003; Rusk & Rothbaum, 2010).

Elliot and Reis (2003) analyze these speculations in an examination college understudies in the sentimental attachment relations. As anticipated, they have found that safe family attachment is emphatically identified with the selection of goals, whereas this attachment is negative for avoidant connection, and that on edge/irresolute connection was emphatically connected with the selection of execution evasion objectives.

On the other hand, Benevolence is a promise to accomplishing the values resultant from existence with other individuals in the public arena, by regarding them as potential exchanging accomplices, perceiving their humankind, freedom, and singularity. Moreover, the amicability between their interests and our own all the work that we make out of our work timetable is non-compensated. Some of that non-compensated work is made in one's own particular objective, for example, achievement of goals. This segment of the non-compensated work made in the advantage of others is the thing that we consider as affection given for specific purposes. Benevolence is referred to as the extracontractual conduct of administration workers through the help of customers to get the set goals and improving the prosperity (Mudrack, Mason & Stepeanski, 1999). Benevolence also explains as; with the eagerness to think about the accomplice's advantages in the basic leadership process. Generous workers act with thought and affect the ability to the requirements and the interests of clients for the

achievement of goals and targets (Mudrack, Mason & Stepeanski, 1999).

Furthermore to the discussion, financial rewards are utilized to perceive accomplishment of what are all around being seen as temperamental and insignificant measures and there is no thought of more extensive ideas of reward. However, there is a minimal indication of noteworthy linkages between these improvements. Research has kept on showing the commonly negative connection between rewards by performance about and long-term supportable authoritative achievement of goals (Geary, 1992). Articulations, for example, remunerate for disappointment have gone into the prevalent dictionary since the 2008 crisis of banking sector and a couple of lessons appear to have been found out about reward frameworks specifically. It appears that associations may be remunerating the wrong practices as well as utilizing the wrong rewards to do as such (Jensen, McMullen & Stark, 2007).

The base pay shows the acknowledgment of the employee's as an incentive to the association, reflecting too the employee's potential and his/her significance to the association. The variable compensation is the variable part of compensation connected to the accomplishment of execution targets and results acquired in a given period (Jensen, McMullen & Stark, 2007). In organizations, the management remuneration consists of three dimensions: functional compensation, which uses the position to consolidate the plans for jobs and wages; variable remuneration, which has as its central principle the recognition of the contribution of employees as a factor to be paid; and finally benefits represented by medical and dental plans, life insurance, transportation, food basket, accident insurance or study grants (Gheno & Berlitz, 2011).

A specific study (Renko, Kroeck & Bullough, 2012) supplements expressing that the different sorts of valence are identified with various goals and behavioural results. As per Chib et al. (2012), late analyses recommend a strange association amongst rewards and performance. The creators reveal that the person performance increments as rewards are distributed with proper justification whereas, abnormal amounts of rewards prompt the confusing consequences of poorer performance on part of the concerned employees. This exhibits the relevance of the organizations know their execution from the alternate point of views, sketching out their power and shortcomings, to characterize activity systems with respect to the reward framework. The intellectual constraint would be another perspective to be considered, being distinguished the little likelihood of the individual improving the performance of the employee as portrayed by Chib et al. (2012).

The approach to Performance goal underlines the controllability and positive estimation of a regulating result is related to positive accomplishment feeling. On the other hand, evasion of performance objectives includes the wildness and negative estimation of standardizing results and in this manner is relied upon to have an adverse impact. The Performance is displayed in its intricate type of estimation as suggested by some study (Lyster & Arthur, 2007) because of the nearness of subjective factors as the idea of the association bolster accessibility or administrative limitations, in which people have close to nothing or even no impact. Subjective confinement would be another perspective to be considered, recognizing the little likelihood of an individual upgrading his performance. Dayaram (2010) states that it must be considered the impact that the individual continues outsider execution in the hierarchical setting.

In view of the discoveries of the research, it can be reasoned that in a conventional society, the performance of manager level employees is principally formed and impacted by values. As explored in the past, values of individual and objectives serve an essential capacity impacting from a person's thinking. Two angles in Lee and Trail (2011) examination may earn additional consideration. To start with, they have isolated intellectual measures from behavioural measures and autonomously research the total impact of personal values and objectives. Second, insufficient research endeavours in anticipating the impact of individual values and objectives on different yields have been proposed, ignoring how values lead the conducts among dynamic members with respect to America. Moreover, if, culturally diverse research has been done that offers bits of knowledge into how as well as what individual values effect on goals generally between workers in associations that are under various social impacts explicitly.

Besides, conflict is regular among people. A few creators have utilized the term conflict in particular courses, for instance, as the inverse of collaboration (Easterbrook et al., 1993) or as a specific type of battle (Coser, 1956). Conflict is a conviction that in the event that one gathering gets what it needs, the other (or others) won't have the capacity to do as such. Others pushed the utilization of contention in a more broad sense. The conflict has been an essential subject in administration research (Jehn & Mannix, 2001). Nevertheless, the study seeks to examine on clash on given blended outcomes with respect to its impact on execution results and also an employee attributions (De Dreu & Weingart, 2003; Porter & Lilly, 1996). Among these examinations, some of them concentrate on the negative effect of errand strife on individual, gathering, and authoritative results, for example, work fulfillment, execution, and individual prosperity (Dijkstra et al., 2005; Friedman et al., 2000; Jehn & Mannix, 2001) while others find that undertaking struggle can be connected to relationship dispute, aiming to stop and resulting in poor leadership (DeChurch & Marks, 2001; Jehn, 1995; Simons & Peterson, 2000).

An unmistakable difference from the above discoveries, late studies tend to demonstrate that errand clash may affect individual or hierarchical results, for example, enhanced basic leadership, higher imagination, and advancement expanded comprehension of the errand, better understanding and duty, greater performance and so on. (Baron, 1991; Jehn, 1995; Parayitam & Dooley, 2007; Priem, Harrison & Muir, 1995). One reason is positive results of task related clash come to fruition when relationship conflict is absent (De Dreu, Van Dierendonck & Dijkstra, 2004). Truth be told, analyzing conflict as opposed to dismissing contradiction and forcing mindless obedience can be helpful to critical thinking and may make advances towards assignment achievement.

It is vital to figure out how social contrasts and values can cause disparities in observations and assessments of business procedures and how the outcomes can foresee future contradictions and to maintain a strategic distance from mistaken assumptions and facilitates the contention. The hierarchical concentrate ought to be on issues identified with the business and not on individual contracts, to at last have the capacity to enhance performance in every mean and give a more charming workplace. Thus, it would be interesting to see how all above mentioned life values tend to impact the perofrmance of the employees particularly in the developoing economy's prospect such as Pakistan.

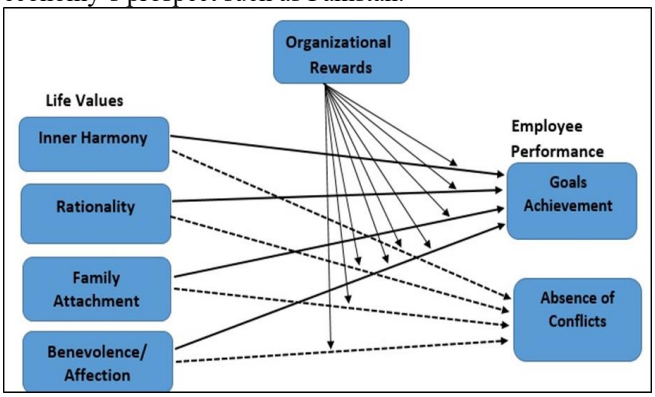

Fig. 1. Theoratical Framework

Therefore, on the basis of the above literature, the following hypotheses are proposed accordingly.

H1a: Inner harmony is positively related to goals achievement.

H1b: Rationality is positively related to goals achievement.

H1c: Family attachment is positively related to goals achievement.

H1d: Benevolence/affection is positively related to goals achievement.

H2a: Inner harmony is positively related to the absence of conflict.

H2b: Rationality is positively related to the absence of conflict.

H2c: Family attachment is positively related to the absence of conflict.

H2d: Benevolence/affection is positively related to the absence of conflict.

H3: Organizational rewards moderates the relationship of life values and employee performance (goal acheivement and absence of conflict).

METHODOLOGY

The data were obtained from the public-sector employees of banking, sanitation, and cattle management market. Data survey method was used, and 250 respondents were contacted, out of which 205 completed questionnaires were received back. Out of these questionnaires, the majority of the respondents belonged to the banking sector (46.3 percent), followed by the sanitation employees (37 percent) and the remaining respondents belonged to the cattle management market (16.5 percent). The sample included both male (78.05 percent) and female (21.95 percent) respondents among which the majority (53.1 percent) of the participants were between the ages of 22 to 30 years. Most of the respondents (69.7 percent) had a master's degree and a monthly income of PKR. 31000 to PKR. 45000.

RESULTS AND ANALYSIS

Table 1 shows the means, standard deviations, relaibility, and correlations of all the variables. The reliability analysis shows that the values of Cronbach's alpha for all constructs is greater than the threashold value of 0.60, thus confirming the relaiability of eash measurement.

We conducted hierarchical regression analyses to test our hypotheses and used PROCESS macro as suggested by Andrew F. Hayes in SPSS. For the first model, we regressed inner harmony and organization reward on goal achievement (hypothesis 1). The results indicated inner harmony has the positive impact on goal achievement by (b= .146, p<.01). To test the moderation, we used PROCESS macro in model 2, between inner harmony and organizational reward. The interaction was insignificant (β = .121, p>.05). This shows insignificant moderation effect. B-value is unstandardized coefficients as b value assesses the estimated change in the value of Y, resulted in a one unit change in X value. Here b1= .146 tells us that if one-unit change occurs in inner harmony the value of goals achievement increase by .146 unit. R is an estimate of how well our independent variable predicts the result. It is the square root of R-squared. It portrays the correlation between independent variables and dependent variables. R-squared measures the amount of variance in the dependent variable (goals achievement) which can be elaborate by predictor (inner harmony). The range of R-squared is between 0 and 1. The standard error of estimate measures variance which is not explained by independent variable is known as an error, which is close to zero it is good for the model. A significant F-value indicates model is significant as a whole and independent variable significantly predict the dependent variable. Significance level shows both models with or without support the hypothesis. Significance value is .000 that is less than (<.05), which is shown the significance of the model.

Table 1: **Hyotheses results**

	Dependent Variable			
	Goals Achievement			
Variables	**Model 1**		**Model 2**	
Main Effects	Coefficient	SE	Coefficient	SE
Inner harmony	.146**	0.052	-0.299	.361
Org reward	.178**	0.052	-0.296	0.383
Interactions				
Inner harmony * org reward			.121	0.097
Overall significance	0.000		0.0000	
Overall R	0.338		0.348	
Overall R^2	0.114		0.121	
Overall Model F	12.99**		9.20**	
ΔR^2	0.007			

N=205 unstandardized coefficient are presented. ** P < .01 * P < .05

Table 2. **Hypotheses results**

	Dependent Variable			
	Goals Achievement			
Variables	**Model 1**		**Model 2**	
Main Effects	Coefficient	SE	Coefficient	SE
Rationality	.162**	0.051	-0.010	0.334
Organizational reward	.166**	0.052	-0.029	0.376
Interactions				
Rationally * organizational reward			0.048	0.092
Overall significance	0.000		0.0000	
Overall R	0.351		0.352	
Overall R^2	0.123		0.124	
Overall Model F	14.16**		9.50**	

ΔR^2	0.001			

N=205 unstandardized coefficient are presented. ** P < .01 * P < .05

Table 4. Hypotheses results

	Dependent Variable			
	Absence of conflict			
Variables	**Model 1**		**Model 2**	
Main Effects	Coefficient	SE	Coefficient	SE
Inner harmony	. .172**	0.059	0.176	0.409
Organizational reward	.113**	0.059	0.118	0.435
Interactions				
Inner harmony * organizational reward			-0.001	0.110
Overall significance	.000		0.0016	
Overall R	0.270		0.270	
Overall R^2	0.073		0.073	
Overall Model F	7.97**		5.28**	
ΔR^2		0		

N=205 unstandardized coefficient are presented. ** P < .01 * P < .05

We used HLRM to test the hypothesis for the first model, we regressed rationality and organization reward on goals achievement (hypothesis 1). The results indicated that rationality had the positive impact on goal achievement by (b= .162, p<.01). To test the moderation, we used PROCESS macro in model 2, between rationality and organizational reward. The interaction was insignificant (β = .048, p>.05). This shows insignificant moderation effect. Here B-value; b1= .162 tell us that if a one-unit change occurs in rationality the value of goals achievement increase by .162 units.

We used HLRM to test the hypothesis. In the first step, we regress inner harmony and organization reward on goal achievement (hypothesis 1). The results indicate inner harmony has the positive impact on the absence of conflict by (b= .172, p<.01). To test the moderation, we used PROCESS macro in model 2, between inner harmony and organizational reward. The interaction was insignificant (β = -.001, p>.05). This shows insignificant moderation effect. Here B-value, b1= .172 tells us that if one-unit change occurs in inner harmony the value of absence of conflict increase by .172 units.

The overall purpose to carry out this study was to inspect the impact of inner harmony, rationality, family attachment and benevolence/ affection on the performance of employees of public sector organizations in Pakistan. Moreover, in this study, organizational rewards were introduced as potential moderator, which had an insignificant impact on results and hence, no evidence of any moderation effect was found. The relationship between dependent (goals achievement, the absence of conflict) variables and independent variables (inner harmony, rationality, family attachment and benevolence/ affection) were measured using HLRM and PROCESS Macro analyses. Hypothesis H1a was accepted and it examined the positive relationship between inner harmony and goals achievement, while H1b was accepted and was found to have positive relationship between rationality and goals achievement as reported by the study findings.

On the other hand, H1c and H1d were rejected and predicted the insignificant relationship among the respective variables in this research. Hypothesis H2a was accepted and evaluated the positive relationship between inner harmony and absence of conflict. Whereas, H2b, H2c, and H2d hypotheses were rejected and predicted the insignificant relationship impact. Furthermore, H3a hypothesis was rejected as well showing the insignificant moderation of organizational rewards in the relationship between inner harmony and goals achievement. Similarly, H3b, H3c, and H3d hypotheses were rejected as well. Nevertheless, the hypothesis H4a was rejected as it was evaluating insignificant moderation effects of organizational rewards between inner harmony and absence of conflict. Similarly, H4b, H4c and H4d hypotheses were rejected for the current study as well keeping in view the corresponding analysis done explicitly.

Research on life values and performance of employees has been directed for a long time; however, its application to explicitly life values such as inner harmony, rationality, family attachment, benevolence/ affection in the setting of goals achievement and absence of conflict is scarce. A standout amongst the most imperative problem of the current study faces in the absence of far-reaching talk of the definitions of the build of life values and goals achievement, the absence of conflict relations between them. Particularly the issue of relations between inner harmony, rationality, family attachment, benevolence/ affection and goals achievement, the absence of conflict has been inadequately examined and thus warrants extensive research. The outcomes have demonstrated mix results as reported in the current study.

DISCUSSION

This study has found that the inner harmony and rationality have positive impacts on goals achievement of the employees of public sector organizations of Pakistan. On the contrary, the relationships between the other two independent variables i.e. family attachment and benevolence/ affection with goals achievement are found to be insignificant. These results may be attributed to the fact that employees working in different cultures and different nations have varying attitudes and behaviours. Thus, we can assume that life values of employees of public sector of Pakistan are complex, and have different results when compared to the private sector employees in Mexico and Brazil; wherein values and rewards are linked positively with each other (De Castro et al., 2016).

Furthermore, inner harmony has a positive impact on the absence of conflict which is measured as a separate dimension of employee's performance in the current study. However, all the other independent variables such as rationality, family attachment and benevolence/ affection have insignificant impacts on the absence of conflict in this study. Although these results differ from other countries and multinational companies, where values of family attachment and affection creates friendly environment that urges employees to sort out their conflicts with their colleagues, subordinates as well as supervisors. As a matter of fact that the public sector of Pakistan is slightly different from other sectors even in local context on which previous research has been carried out is also important. The employees of public sector organizations of Pakistan are not encouraged most of the times, to discuss their conflicts with their supervisors, that's why, conflicts are not easily resolved. It seems to have lack of trust among employees particularly in public sector organizations in local context. A lack of such culture may

result in a system in which values are unable to predict an absence of conflicts and goals achievement when it comes to the measurement of employees' performance.

When organizations flourish, it's a common practice to announce additional rewards and benefits for their employees. But, the salary of public sector employees is fixed at the start of a financial year, which is not associated with the achievement of any goals or any performance. In fact, no policy of organizational rewards is introduced or correlated with the performance of employees. Thus, the major focus of the employees of the public sector is on minimal performance instead of the achievement of any goals. Consequently, organizational rewards are unable to show any moderate effect on life values and employee performance in the context of public sector organizations of Pakistan. Therefore, if public sector organizations develop a flexible environment and introduce organizational rewards in relation to employee performance; it may help to create a culture where employees strive for higher organizational goals in terms of healthy competition.

CONCLUSION AND POLICY IMPLICATIONS

Taken togather, it is concluded that life values play important role in achieving employee performance of public sector organization of Pakistan. In addition, it is found that the the effect of these values on employee outcomes are contingent on the national culture. This hilghits that life values are complex to understand and have differenctial impact in public and private sector organizations. Therefore, it is necessory for top management of public sector organization to realized the value of life values for employee outcomes. This study have several policy implications. From employee perspective, these findings help the management to pay increased attention towards these values so that employees performance can be boosted. From organizational perspective, these results help the management to devise organizational poilices in ways so that employees performance can lead to better organizational performance.

LIMITATIONS AND FUTURE DIRECTIONS

This research has certain limitations. Foremost, the data is collected from the managerial employees working in the public sector organisations. Future studies can collect data from multiple sources for a better understanding of the impact of life values on employee's performance. Moreover, the cross-sectional nature of the data precludes the causal order of these relationships. Thus, future studies can measure the relationship of these variables at various points in time. Third, our sample size is small and is only taken from public sector organizations; therefore future studies can take into account a bigger sample size and other private sectors of business organizations as well.

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